

Criteria for Review of Performance Appraisals and Ratings

Performance appraisals, initial ratings, senior executives written responses, if any, and recommended bonuses and pay-level adjustments are to be reviewed and compared to criteria identified in PRB charters.

Criteria:

- o **Balanced Measures** refers to an approach to performance measurement that balances organizational results with the perspectives of other distinct groups, such as customers, stakeholders, and employees. The **Balanced Measures** approach includes 1) the Employee perspective which focuses attention on the performance of the key internal process that drive the organization. This perspective directs attention to the basis of all future success - the organizations s people and infrastructure; 2) the Customer perspective which considers the organizations s performance through the eyes of a customer, so that the organization retains a careful focus on customer needs and satisfaction; and 3) the Business perspective which considers *outcomes*, or social/political impacts which define the role of the agency/department within the government and American society; and the *business processes* needed for organization efficiency and effectiveness.
- o **Relationship to the performance plan.** Appraisals and ratings must be based solely on elements and standards incorporated in the senior executive's performance plan and the balanced measures approach to performance measurement.
- o **Thoroughness of the appraisal.** The appraisal should evidence a thorough and objective assessment of the executive's total performance.
- o **Fairness.** The initial ratings should reflect an accurate assessment of the performance of the senior executive as determined in the performance appraisal.
- o **Level of difficulty.** The initial ratings should reflect the level of difficulty and presence of any complicating factors which affected expected outcomes.
- o **Relationship of the proposed rating to the standards for that rating.** The proposed rating should be consistent with the definitions of the performance rating categories as defined in the operating unit's performance appraisal system document.
- o **Effect of Minimally Acceptable or Unsatisfactory rating for a critical element.** Minimally Acceptable or unsatisfactory performance ratings for

individual critical elements must not result in an overall rating of Fully Successful or higher.

- o **Comparability.** Assigned ratings given for similar performance should be comparable in all aspects, without regard to organizational lines.
- o **Equity.** Recommended bonuses and pay-level adjustments must be equitable and consistent with regard to performance ratings.
- o **Level of performance.** The highest levels of performance warrant consideration for performance awards.
- o **Relationship to Department of Commerce Strategic Plan and Department objectives.** Consideration should be given to accomplishments as they directly relate to the goals and objectives spelled out in Departmental and Bureau operating plans and strategic plans.